

# In Control Partnerships

Trustees' report and accounts for  
the year ended 31 March 2025

Charity registration no: 1130761  
Company registration no: 06393960  
(England and Wales)  
A Company Limited by Guarantee

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## Reference and administrative information

### For the year ended 31 March 2025

#### Trustees

Joanna Webber (Chair resigned Oct 24)  
Susan Bott CBE (vice resigned Oct 24)  
Loredana Guetg-Wyatt  
David Ashley  
Gillian Crosby  
Paul Davies (Chair)  
Helen Leonard (Vice Chair)  
Sophie Erskine (appointed 30 April 2024)  
Jo Ferguson (Treasurer) (appointed 29 October 2024)

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#### Chief executive officer

Julie Stansfield BCAC

#### Company secretary

Julie Stansfield BCAC

#### Charity number

1130761

#### Company number

06393960  
The working name of In Control Partnerships is 'In Control'.

#### Principal address

PO BOX 16749  
Solihull  
West Midlands B90 9LA

#### Registered address

110 Golden Lane, London EC1Y 0TG

#### Independent Examiner

Fleur Holden  
Sayer Vincent LLP  
110 Golden Lane, London  
EC1Y 0TG

#### Bankers

Barclays Bank Plc  
Mell Square  
19-21 Mill Lane Solihull  
B91 3AR

The Co-operative Bank Plc  
80 Cornhill  
London EC3V 3NJ

## **Chair's Report**

### **For the year ended 31 March 2025**

As the new chair of In Control, I am pleased to present the seventeenth annual report for the charity. I have been proud to have been closely involved with the charity over the entirety of its existence.

The need for a neutral and independent, charitable entity to influence the wider national welfare agenda continues to be important. In Control has, as part of its mission, to champion the maintenance of strong ethical values and principles in the delivery of self-directed support and promote the best future for social care. It has strength through its "people power", its thought leadership, practical innovation and influence. It has offered very timely support and services which address the challenges being faced by many in the current circumstances.

In her report below, Julie Stansfield, Chief Executive Officer, sets out in greater detail the development of activities from In Control.

As Julie reports, in its seventeenth year of operation as an independent entity, In Control has continued to shift and adapt to new circumstances. In Control also continues to reorganize, develop and lead the way to meet the challenges. The hosting of such an array of innovative movements covering people who draw on health and social care, the workforce, the public and development of leaders bring hope that positive change can be made for the benefit of our society as a whole.

In Control is continuing to build on the firm foundations which have been created during its lifetime through the hard work and dedication of its staff and through the people that it serves. I would like to send my heartfelt thanks to everyone who works with and for the charity. I would also like to express my personal thanks to all the Trustees, both past and present, who have been involved in the work of the charity. Your enthusiasm and commitment sets us in good stead for the future and it is much appreciated.

**Paul Davies**

Chair of In Control Partnerships Board of Trustees

## Statement from the Chief Executive Officer For the year ended 31 March 2025

As one of the initial founders of In Control, I remain honoured and very proud to have played a key part in its development and the important work it carries out.

Our overarching aim is to help build a better world for those who by reason of their circumstances are in need of additional support. In Control's values are rooted in a deep appreciation of human rights and the value of human diversity. We believe in supporting citizenship and community at every level and having faith in the capacity of every individual with support to contribute to their own development and consequently create a better society for all. Our objectives are:

- to provide support to people who, by reason of disability, age, ill health or some similar cause, have need of additional support.
- to enable people who need additional support to lead an ordinary life; and
- To advance the education of the public in relation to the needs of people who need additional support.

I report that in our seventeenth year of operation we have continued to change and develop as an organisation. In particular, this year has continued to focus on the challenge between rhetoric and the reality, and encourage people to look to the future on how we want things to be for those of us that draw on long term health and social care support.

In Control continues to host and serve a range of movements and organisations in order to meet our objectives.

We host a range of innovative activities which cover public perception and support, leadership for people who draw on support and leadership for the NHS and social care workforce, and #socialcarefuture for social care reform and change. We continue to work and influence statutory organisations such as local authorities (children and adult social care services) and with NHS providers and commissioners.

Highlights of some of our key achievements and activities over the year are below.



### Social Care Future

In Control continue to be proud of hosting and support the Social Care Future National network. The aim is to help change how we conceive of care and support and tell a different story about what it can do to the wider public – one that they can get behind. This continues to create an amazing gathering of people collecting the best ideas, innovations and connections for the future of social care. Social Care Future now has 6 voluntary Convenors who bring a whole range of experience, passion and commitment to getting a better social care future. All of these Convenors have had recent direct experience of receiving care and support for themselves or family member and also bring a variety of other experience.

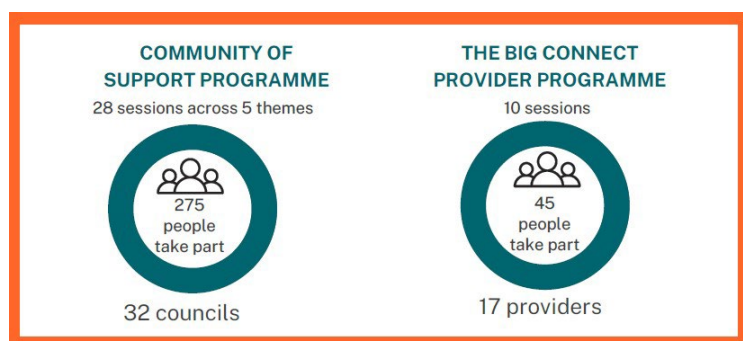
Social Care Future have published the following.



Social Care Future is:

- ✨ A movement about good, equal lives with people at the heart.
- ✨ Not an organisation – a place to come together.
- ✨ Starting with a vision for the future and focused on how to get there.
- ✨ Ambitious – about big change even if it starts small.
- ✨ Coming together to do things ourselves as well as asking the govt and others to change.

We continue to follow a theory of change which we developed and there are now strong communities of council and providers striving to use the vision to build a better future for Social Care.



### Community of Support Programme for Councils

#SocialCareFuture

in  Control

2025 - 26

Our Community of Support for Councils is starting its fourth year!

- New and existing members welcome!
- A new programme of support for 25/6
- 24 optional on-line sessions a year plus bonus sessions

*The Social Care Future vision gives direction to council's strategies for change and ADASS is using the vision to build a roadmap to the future. It's great to have the space this Community offers for collective support to help move from vision to reality. The balance of peer support & connection to positive innovation, ideas and action is just what is needed.*

Stephen Chandler (Past President ADASS)

*'It's amazing to see the journey you have travelled. Together we can go far.'*

Beverley Tarka, ADASS President at Social Care Future 2023 Gathering

If you are working in a council and want to connect with others and with progressive support providers, trying your best to help build a brighter Social Care Future when times are really tough, what can you do?




Three years ago, a group of Directors of Adult Social Care inspired by the Social Care Future vision asked if we would bring their colleagues together in a supportive community for inspiration, support, ideas, methods to help them plan and act locally. Over 45 councils have taken part so far, getting time and space in a supportive environment with others sharing the same challenges and aspirations.

**'Nottinghamshire is proud to be part of it. I can recommend joining!'**

Melanie Williams ADASS President March 2025

### The Big Connect Programme for Providers

#SocialCareFuture


in  Control

2025 - 26

The Big Connect programme for provider organisations is starting its third year!

- New and existing members welcome!
- A new programme of support for 25/6
- 24 optional on-line sessions a year plus bonus sessions

**If you are working as part of a provider organisation and want to connect with others with progressive councils, all trying your best to help build a brighter Social Care Future are really tough, then The Big community of support is for you!**



**What is it?**

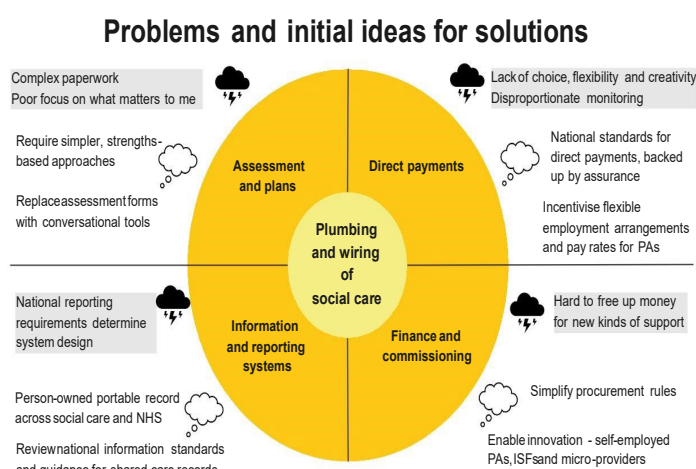
- The Big Connect is set up for provider organisations and local people to facilitate peer support and practical, themed assistance to help close the gap between where we are now and the social care future we want
- Regular, on-line, opt-in sessions open to members from provider organisations, councils and local people
- Opportunities for peer support – where people can come to problem solve and explore practical solutions to common issues – without judgment but with support to focus
- Sharing 'glimpses of the future' and practical resources and things people have tried from around the country.
- Opportunities to link to and influence the external forces shaping what we do – for example debating assurance issues with the Care Quality Commission Chief Inspector, helping shape national commissioner training, identifying the 'Plumbing and Wiring' issues inhibiting change to be negotiated with those responsible for them.



*Influencing key initiatives* – we continue to support individuals and groups with preparation, briefing, notes and reports, information search, in a number of significant national initiatives with notable impact, including:

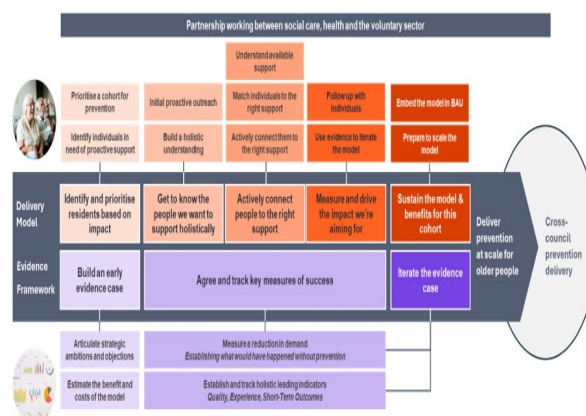
- *Plumbing and Wiring in Adult Social Care*. The major national workshop including leaders with lived experience, DHSC, local councils and citizens, ADASS, LGA, CQC, major provider bodies, Skills for Care, Social Care Institute for Excellence and others was held on December 9<sup>th</sup> 2024, with 59 participants [Fixing the Plumbing and Wiring in Adult Social Care - Report of the National Workshop - Social Care Future](#).

Following these four task groups, with inclusion of people who draw on support have been set up to take forward specific action to influence national policy and practice in key areas. The “Time to Act” group has agreed to offer ongoing oversight of this work going forward and to include it in its programme.



- The major national “Proactive Prevention” model for older people. A review of the draft model shows clearly that engagement with our work with the coproducers has positively influenced it. In particular we have persuaded the developers to incorporate significant elements ensuring that older people and families are involved in local design of proactive prevention and can better steer the solutions at individual and practice level. The Working Together for Change approach is recommended in the model and proposed national pilot

- The development of new “framing” of social care. We have secured support and resources to support new research with Frameworks UK on how to frame adult social care and we are supporting ADASS in the development and roll out of communications training for senior adult social care leaders. Members of our influencers group have been central to this work and its shaping.



- The impact of our work can be seen through Jessica Kingsley publishers asking us to develop a book based on our work - this is in draft stage. We are working to make this book different. Involvement of the co-producers is helping shape both content and form including use of elements of a “graphic novel”.



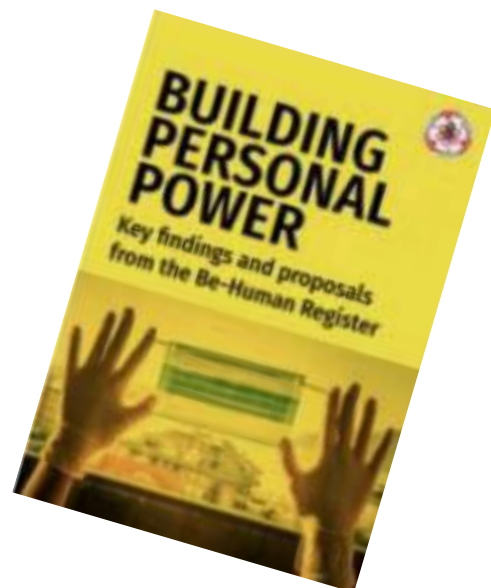
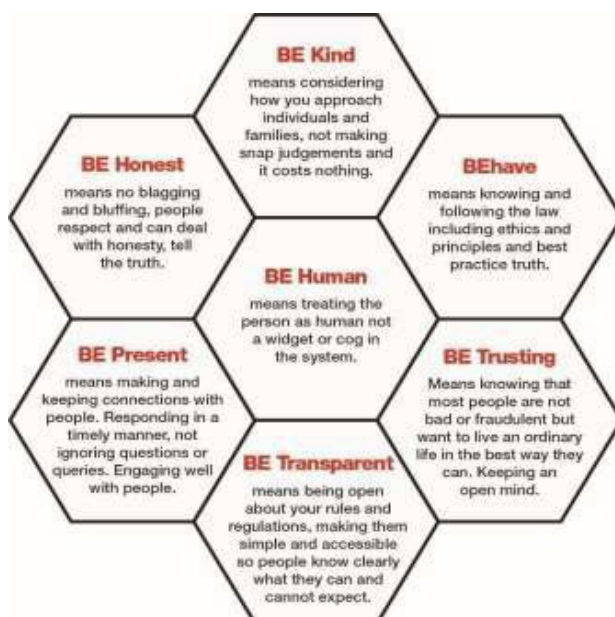
### People Power!

#### Be Human

This work was initially financially supported via a grant from The Esmee Fairburn Foundation. Its aim to make organization more human and follow the principles that we know make a real difference to people. This moves away from it being about funding and puts the human element into the process. We can forget what people show us and tell us, but we never forget how people make us feel.



We continue to work directly with people and families who are seeking advice and support. The initiative of RACA has developed further to RACAS (Represent, Advice on Care And Support) and we continue to apply for grant funding to help us continue this important work.



### Making our voices heard

As noted in last year's report we have been successful in gaining funds from the National Lottery.



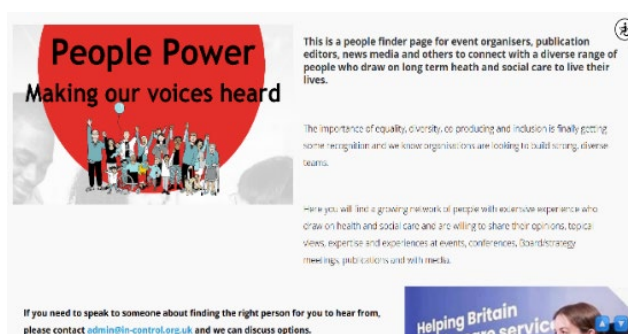
With a goal of significantly increasing the power of the voices of people who draw on social care, a major part of the work is around creating the conditions for this, at different levels and in a range of ways. Much of this is behind the scenes and takes considerable time as well as skill. We have continued and built on work from previous phases and used our previous positioning to influence a key development – the set-up of the Casey Commission

### Creating conduits and relationships

- We have continued to work to build on connections with advisors and politicians and with officials at various levels. Cultivation of very high-level government connections have allowed us to gain access to DHSC ministers, have people who draw on social care invited to meetings and roundtables with the highest policy officials and open direct contact with the Casey Commission team on reform of adult social care (see results below). We have been asked to advise on Secretary of State social care visits
- Our “Plumbing and Wiring in Adult Social Care” initiative has progressed to the stage of national influence following our national workshop in December 2024 including senior policy and regulatory officials (see results below)
- We have continued work with a communications expert, moving on from mapping (with people who draw on support) and preparing messaging to approaching event organisers, journal editors etc to place people and pieces
- We have further influenced the work of the Time to Act Reform Group. This influence can be seen strongly in the content and output of the group.

### Resources and materials

- **Our “Speaker Finder”** has gone live. Requests for speakers have started to come in allowing people who draw on support to start to get speaking and other opportunities.
- **We uploaded further materials** onto the In Control and Social Care Future and the Ask Ava legal chatbot has now gone live
- **Inclusive events guide.** *Organising Inclusive and Insightful Events – a practical guide to support speakers with lived experience at your events* was launched at the National Children's and Adults Social Care Conference at a session and social event attended by 120 people, including many directors of adult social care and other senior influencers – alongside people who draw on care and support.



*Supporting individuals and groups to grow knowledge, skills and connections*

- Following further consultation with our network of coproducers we have put together our next programme of nine on-line training sessions starting in May for 180 people
- We continue support and connection to the North West Partners in Policymaking project and have further followed up with particularly active participants to act as a sounding board and offer advice and tactical insights.
- We continue to run online sessions for people coproducing locally (see graphic)
- We continue to support the use of the law network which has 14 members linked to and disseminating within organisations
- We continue to support the Making our Voices Heard network

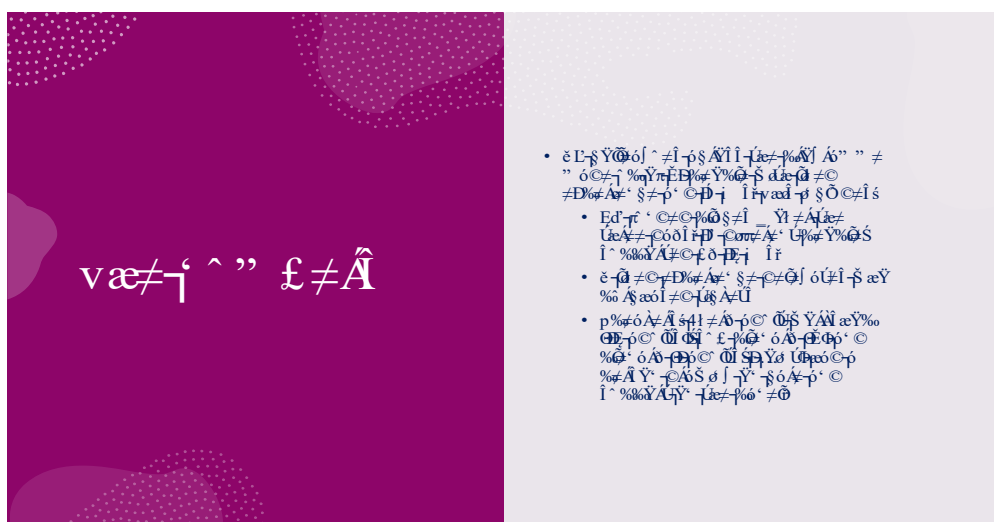


## Results

### Individuals and groups

Individuals and groups in our “co-producers” network have further gained access to a range of opportunities and to exercise significant influence. Since our September report these include:

- We invested significant effort to have a major impact at the most important social care event of the year, the three-day National Children's and Adults Social Care Conference – this year in Liverpool. The event is attended by hundreds of people with significant influence on social care at all levels. With partners Think Local Act Personal, the main sponsor Impower and organisers ADASS and LGA we ensured that the voice of people who draw on support was loud in the workshops and plenaries at the session. We helped secure many free places (normal cost £600 per person). Our social event, launched by Anna and Soph (pictured here) was attended by a cross section of more than 100 conference attendees.



Event organisers and sponsors have reflected on the impact of this coproduction in terms of the content of sessions and the nature of debates. As an example of impact one prominent director of adult social care engaged publicly in debate with someone who draws on support about how “prevention” was being framed as “managing demand”. As a result of the debate, she and others agreed to shift thinking and practice in co-production. Other speaking and influencing engagements have been secured via our speaker finder and other connections linked to the launch of the inclusive events guide and research with our partners Think Local Act Personal. Significant speaker and other engagements including:



- Events for Skills for Care, Technology Support Alliance, Care Quality Commission, Partners in Care and Health, Newcastle University, the Care Show, Ignite Commissioning programme, Care Tech Standards Policy Roundtable, London School of Economics, Health Foundation, Social Care 2050
- Two meetings with minister Stephen Kinnock and one with Secretary of State Wes Streeting, and the NHS Quality Board,
- Attendance at a series of meetings with DHSC senior officials including at Permanent Secretary and Director General level.
- Membership of “Plumbing and Wiring” task and finish groups and other significant policy influencing groups
- Attendance at National Social Care Standards workshop
- Speaking at sessions on the future of the Care Act, Work Social Work Day (to 70 social workers), on topics as varied as the use of robots in social care, International Women’s Day, fair pay for social care workers, the future of prevention, care charging (webinar with 60 people)
- Regular attendance at Time to Act Reform Group and National Social Care Leaders group
- Memberships of national boards including TEC, national support provider, Skills for Care Workforce Strategy
- Two articles in prominent social care journals. An article on digitising social care for DHSC

Other involvements have included a continuing podcast series, contributing to development of an older people’s strategy

### *Meetings with ministers and senior officials*

- Following the involvement of people who draw on social care with new social care minister in September, follow-up meetings have taken place including two roundtables with the DHSC Permanent Secretary attended by members of the co-producers group. This demonstrates the clear impact of our work at this senior policy making level
- A powerful example of the impact of this relationship building is that people who draw on social care were **asked to make recommendations for visits by the Secretary of State for Health and Social Care**. We are able to help share policy thinking by directing the ministerial team to initiatives and programmes supported by people who draw on social care
- **The Casey Commission** is the most important policy development in social care in recent times. Following a roundtable in March a direct meeting with members of the developing Casey Commission Team was held with two of our colleagues who draw on social care. The team were very keen to hear ideas to steer the commission in general and their approach to co-production in particular. Direct ongoing contact has been established. A very important development was the request from the team to suggest early people and organisations for the Commission to engage with
- **Time to Act Reform Group**. Members of our coproducers network continue to be regular members of this group and have helped shape it’s agenda. This includes having a significant influence over its priorities for engagement with the Casey Commission.



- **When I Get Old.** The member of our network that set this initiative up with a friend, has made good progress with it, completing a survey and analysis of preferred support if needed in older age and started supporting strategy work – including in Notts

### When I get old in Nottinghamshire

Report from World Café Conversations 13<sup>th</sup> and 14<sup>th</sup> November 2024



- **National “prevention” initiatives.** The major national “*Future of Prevention*” initiative sponsored by the Local Government Association and ADASS and led by Newton Europe is reaching the point of publication of its model and set up of a multi-council pilot. The model has been changed in engagement with our work. In particular it now includes the Working Together for Change approach and the Outcomes and



Think Local Act Personal

### Time To Act Reform Board

Programme (A) November 2024



Support Sequence. There is a commitment to involve us in the pilot to ensure co-production. This initiative is likely to be influential given the involvement of government officials and many Directors of Adult Social Care. By securing involvement we are making sure it will reflect what is important to people. We also provided material and examples for the Time to Act proposals to government in this space [Earlier action and Support: the case for prevention in adult social care and beyond - Social Care Future](#)

- **Assessment toolkit.** After we ensured people from our network influenced this toolkit for council commissioned by the DHSC we are now acting to influence its use, in particular the “Outcomes and Support Sequence” approach which ensures individual level coproduction in assessment and planning.
- We have **started our partnership initiative with ADASS, Think Local Act Personal and the Local Government Association to undertake a second phase of work to “reframe” social care** – to tell a different story to shift thinking and support.
- **National Social Care Standards.** We launched this work in December 2024 at a meeting with 25 people at Birmingham University [People at the heart of National Care Standards - Social Care Future](#) bringing together members of our coproducers network with partners keen to influence this work. We have further developed this into a plan for development over the next six months, gained support from academic colleagues and some funding to further support coproduction in the work.





### Leadership programmes

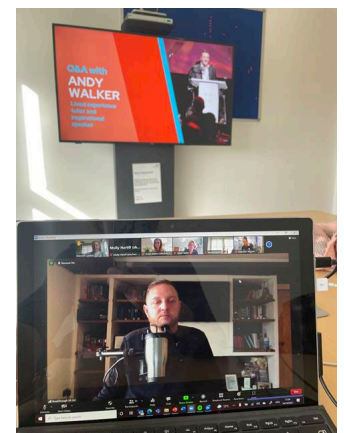
#### *Partners et al*

We continue to run leadership programmes based on “Partner in Policymaking” based on the belief that people who need support and their families have always been the true experts on what they want and need to lead positive, fulfilling, successful lives.



The course is designed to identify, train, support and sustain a local network of people who work within statutory, providers or community alongside those who receive support. It instigates an

inclusive culture change for people who believe that things can be better for people and their families and who want to make a difference in their local community. It is about: Providing people with the right mix of information and inspiration, so they know what support is available and what is possible, for them to plan the best future for themselves and other people in the community. Meeting & collaborating with others who want things to be better in the local area and making new contacts, which become incredibly powerful and make a real difference.



### ***Leadership for Personalised Care***

We have been partners for the Leadership for Personal Care along with the NHS England leadership for personal care team, the NHS leadership academy, Skills for care, Coalition for personal care and Think Local Act Personal (TLAP). This has developed further

[Leadership for Personalised Care | Leadership Framework | Programmes for leaders in healthcare, social care and beyond](#)

Whilst these events are usually done face-to-face during the year we have continued to run regional programmes online. We have developed a website base for this that can be found >>



Leadership for Personalised Care [website link](#)

We have now developed the “collaborative leadership Academy” and are on the Leadership Academy Faculty Framework. We have continued to deliver masterclasses and we also have leadership in personal care modules on Future Learn. The Future Learn course is a **specialty tailored three-week online programme** designed to give participants an introduction to the **meaning and importance of personalised care** and to equip them with the skills and knowledge to become **more effective leaders and advocates** for health improvement across the population.



### **So what's next**

We will continue targeting significant speaker and panel opportunities at key national events – a significant opportunity here is a request from the local government association to help design in coproduction to the major 3-day NCASC event this year following the success of last year.

The **Plumbing and Wiring initiative** has moved into its next national phase as described above following the major national workshop with government and national sector leaders. Members of our individual network and local projects will participate and sustainability is supported by adoption into the Time to Act programme.

We will continue **engagement on the National Care Service** in particular via the Casey Commission and on the development of National Care Standards. We have developed proposals for the first phase of the Commissions' work and will use our relationship with the commission to advance these – crucially including coproduction in the work of the Commission itself.

**Continuing to influence the Proactive Prevention initiative** as it moves to final model and pilot phase via encouraging use of Working Together For Change and the Outcomes and Support Sequence.

We are bringing **40 people together in June for a leadership and development residential** connecting members of our coproduction group to the wider Social Care Future movement and offering an opportunity for them to steer next steps action for both people power and wider strategy.

Despite the massive challenges over recent years, In Control are doing their utmost to continue with its mission and objectives. This is for the most due to an incredibly talented, dedicated & hard-working team and associates at its core. My very grateful thanks to Gaynor Cockayne, Neil Crowther, Lynne Elwell, Wendy Kellett, Tricia Nicoll, Martin Routledge & Anna Severwright, Andy McCabe and Andy Walker also to our supporting bodies & organisations and The National Lottery for supporting People Power. For the forthcoming year we aim to continue to build the movements following the Social Care Future Vision and build on the Be Human approach via both direct support to increase people power and promoting ethical leadership of those who are working in and around health and social care.

**Julie Stansfield BCAC**  
Chief Executive Officer

# **Treasurer's Report**

## **For the year ended 31 March 2025**

### **Financial Review**

#### **Key Activities**

As outlined by the Chair, In Control continues to shift and adapt to new circumstances in what continues to be a challenging environment it continues evolving. The Charity has now developed, due to its current structure, an adaptable management model able to reorganize, develop and lead the way to meet the challenges.

As In Control continues to adapt, the overarching aim remains always the same: to help build a better world for those who by reason of their circumstances are in need of additional support. Thus, key activities and sources of income remain from the provision of support services, programmes and projects to families and to organisations in the health, education and social care sectors.

The chief executive's report sets out in greater detail a description of key services delivered in 2024/2025, the majority of which will continue to be delivered in 2025/26.

#### **Financial Results**

Our aim for 2024/25 was to continue to operate across our programmes with a surplus of £6,828, while seeking to broadly maintain costs at the same level as last year. However, results for 2024/25 show a deficit of £3,229 (2024: surplus of £6,137). This consists of an unrestricted deficit of £96,597 (2024: £47,321) and a restricted surplus of £93,368 (2024: £53,458) due to the phasing of restricted lottery grant funds. Income for the year was £447,343, a decrease of £73,703 compared to the previous year (2024: £521,046).

The deficit is predominantly linked to less income generated from Leadership for Personalised Care and 'Other' contracts partially offset by National Lottery grant income. Reduced income has also reflected reduced costs mainly as the result of the use of reduced consultancy resources to deliver programmes. The charity continues to operate on a remote basis which allows employees to work from home, thereby increasing their work/life balance capabilities along with reducing fixed overhead costs associated with maintaining office space.

The income in 2024/25 from our products and programmes is £422,623 (2024: £505,856). In particular, programmes related to Integrated Personal Care with a total income in 2025 of £232,170 (2024: £332,992).

Income from membership has now ceased and been replaced by community support programmes with no income from donations and legacies in the year. Grant income from the National Lottery was £100,000 (2024: £50,000).

The largest part of In Control's expenditure, remains to be staff (contracted and associate) costs at £235,356 (2024: £239,483).

#### **Reserves Policy**

We continue to monitor our reserves to ensure that they remain prudent in the light of our own circumstances and general economic conditions.

The charity reserves policy is to maintain a level of unrestricted funds that will enable the charity to ensure a continuity of activity and have the ability to adjust, in a measured way, to significant changes in the external economic environment and demands on the services

### Treasurer's Report

## For the year ended 31 March 2025

provided by the charity. The Board of Trustees recognises that a level of unrestricted reserves sufficient to maintain the day-to-day operations of In Control for a period between 6 to 9 months is appropriate. At 31 March 2025 unrestricted reserves amount to £241,521 (2024: £338,118) which meets the policy requirements to hold sufficient unrestricted reserves to cover expenditure for a period of up to 9 months.

### Investment Policy

The Charity can make investments that are within the investment policy agreed by the Board which follow the guidelines and regulations issued by the Charity Commission.

In Control holds its restricted reserves in its current account whereas free reserves are held in fixed rate saving accounts. Cash balance remains positive with year-end cash of £440,994 (2024: £535,437) and current asset investment balance of £272,801 (2024: £255,000).

Our cash balance remains on deposit primarily with two financial institutions, whereas our current asset investment accounts sit with seven different banks to spread the risk and maximise the income.

Interest income has been higher this year due to bank base rates and the ability to re-invest while rates were higher. We have maintained a spread of investment institutions in order to achieve the optimal balance of income and prudence in our investments. We have noted that available interest rates have reduced towards the end of the year as the result of the boarder market.

As a smaller charity, we benefit from the protection offered by the Financial Services Compensation Scheme of £85,000 per institution.

### Governance and Control

The Finance and Business Committee met six times during 2024/25. Its purpose is to review budget preparation and management accounts, including progress against budgets, in order both to monitor performance and make recommendations to management as required.

In Control's financial position and forecast is also reported formally to the Board of Trustees which also meets four times each year, which includes an Outcome Impact focus – trustees are keen and passionate to see resources making a difference to the mission.

Our control systems ensure sign-off of all contracts against certain criteria built into a project template which ensure that each project remains financially viable. Due to the new controls and reviews introduced last year, bad debt remains at very low levels and is thoroughly and tightly managed. I commend and thank the team for their very efficient and effective running of the charity.

**Joanna Ferguson**

**Honorary Treasurer**

### For the year ended 31 March 2025

The Trustees present their report and the audited financial statements of the charity for the year ended 31 March 2025. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, the requirements of a directors' report in company law, and Accounting and Reporting by Charities: the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

#### **Principal aims and activities**

In Control's mission is to create a fairer society where everyone needing additional support has the right, responsibility and freedom to control that support.

The main objectives of In Control are set out in the Chief Executive Officer's report, which also details In Control's achievements and the plans for next year. In Control's legal and administrative details are set out on page 3.

There are a number of factors that are critical to the achievement of In Control's objectives including relationships with our programme subscribers, suppliers, employees, and contracted staff, members of the public, government, funders and the wider sector.

#### **Structure, governance and management legal structure**

In Control Partnerships is a company limited by guarantee, which was registered as a charity on 27 July 2009 with the Charity Commission. It is referred to throughout this report as "In Control". It is governed by memorandum and articles adopted on the date of incorporation (9 October 2007), as amended by special resolution on 21 May 2009. It started to operate as an independent organisation from 1 April 2008.

#### **History**

In Control was founded in 2003 by a small group of people who wanted to make life better for people needing support. It was responsible for pioneering the concept of self-directed support and developed individual/personal budgets as a way for people to take charge of their support. Inspired by the Independent Living and Inclusion Movement, In Control piloted the self-directed support model across six areas of England - bringing real, sustainable benefits with no increase in costs. Between 2005 and 2007, this work strongly influenced government policy and resulted in 'Putting People First', a national policy which introduced personal budgets. In Control is continuing to influence government policies affecting a wide range of support systems, including personal health budgets, criminal justice, and homelessness and continuing development in children's services and adult social care. In 2011, together with the Centre for Disability Research at Lancaster University, we developed the Personal Outcome Evaluation Tool (POET) and published the results of the First National Personal Budget Survey, identifying the outcomes and experiences of people using personal budgets, and those of their family carers, to better understand what improvements were needed. In 2014 the Care Act modernised and consolidated the law on adult social care in England into one statute, and the Children and Families Act introduced the most wide-ranging policy and practice reforms for children with SEND and their families for more than 30 years. Partners in policymaking et al, family leadership course continues to inform and inspire and

a publication of the “rights of passage” gave some legacy to the last 2 decades of partners. In Control continues its work to ensure the rhetoric noted from the legislation becomes a reality for people and families. In 2016 we supported the independent living group chaired by Baroness Campbell and completed a survey to assess what impact the Care Act is having on day-to-day life. This led to further reporting impact on payment cards and charging for social care. In 2019 two great initiatives were formed and hosted by In Control. Be Human is a movement aspiring to all and any organisations and companies to sign up to the 7 Be Human principles, noting that how people feel is not only important but powerful, recent publication “Building Personal Power” describes the work Be Human undertook during the pandemic. Social Care Futures created a mass gathering to create a vision of the social care future we want; this vision has such a broad consensus and continues to be very influential in the upcoming social care reforms. In early 2020 In Control instigated the Be Human movement which supported hundreds of people over the pandemic and continues to register experiences directly from people who draw on long term health and social care support.

### **Network and subscription structure**

In Control is able to support and advise a large number of statutory and non-statutory organisations through a variety of services, free and low-cost networks and fee-based services.

### **Governance and management The Board of Trustees**

The affairs of In Control are governed by a Board of Trustees who are also the directors for the purposes of the Companies Act 2006 and the Trustees of the charity for the purposes of charity legislation. They are referred to collectively in this report as “the Trustees” or “the board”.

The board met four times in the year. It has overall ownership and responsibility for In Control and meets at least quarterly to approve budget, to monitor financial and operational activity, to review policies and services, delegate operational activity to the chief executive and plan for the future. The board has also set up one sub-committee, Finance, Audit and Business, in order to work closely with In Control's staff.

Within the board, Trustees have specific areas of responsibility including the treasurer and company secretary. Any exceptional decisions not related to general operations or business will be presented to the board by the chief executive officer to approve.

The Trustees, all of whom served throughout the year were:

David Ashley  
Susan Bott CBE (Resigned Oct 24)  
Gillian Crosby  
Paul Davies (Chair)  
Loredana Guetg-Wyatt  
Helen Leonard (Vice chair)  
Joanna Webber (Chair Resigned Oct24)  
Sophia Erskine  
Joanne Ferguson – (Treasurer)

### **Appointment and terms of office of Trustees**

A person is first appointed as a trustee by the Trustees must retire at the next annual general meeting and is then eligible for re-election by the members. Each trustee is assigned to serve for three-year renewable terms. The trustees may review the activities and service at the time of re-election. There is no limit to the number of terms to which trustees may be elected.

None of the Trustees has any beneficial interest in the company other than the declaration of related party transactions noted herein. All of the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

### **Trustee induction**

Most new Trustees are already familiar with In Control, with its activities and with charitable operations in general because they are drawn from partner connection or member agencies, most of which are, or deal with, charities. However, all new Trustees are offered a personalised programme of induction to enable them to be fully conversant with the organisation, the operation of the board, obligations under charity and company law, the memorandum and articles, the way the charity and its members operate, the operating environments, staffing structure, staff, financial monitoring and future plans.

### **Operations and staffing**

The chief executive officer, Julie Stansfield, is responsible for In Control's operations through delegated authorities. The chief executive officer, in turn, delegates areas of operation to those overseeing particular work areas. The current staff structure and persons used on a self-employed, seconded or contracted basis during the year for the delivery of services are set out below:

### **Employees of In Control during the year**

Gaynor Cockayne, head of support services \*  
Lynne Elwell, head of imagination / partners network  
Wendy Kellett, finance assistant & admin  
Martin Routledge, policy advisor \*  
Anna Severwright  
Julie Stansfield BCAC, chief executive officer \*  
Andy McCabe

\*Members of key management

### **Self-employed, seconded or contracted staff used during the year >**

Andy Walker  
Bryony Shannon  
Jaimee Lewis  
John Evans OBE  
Kasia Kielinski-Rushforth  
Kristie Adams  
Maggie Wood  
Martin Cattermole  
Neil Crowther  
Simon Stockton  
Tricia Nicoll

### **Staff involvement**

In Control's staff has comprised a mixture of employees, seconded, contractors and self-employed individuals. In Control seeks to fully engage its entire staff in pursuit of its objectives and vision. An employee handbook which includes policy, practice and a communications and support plan set out the organisation's values. Routine internal communication takes place which includes regular meetings, conference calls, video conferencing and one-to-one meetings with line managers

### **Staffing policies**

In Control contracts an independent HR service for employment law and advice on a retainer basis, which supports a personnel review and strategy. In Control reviews its personnel policies and procedures at least annually and has updates on personnel at each board meeting.



### **Remuneration**

Trustees give of their time freely so do not receive any remuneration or benefits from In Control though they may claim travel and accommodation expenses.

The pay and remuneration strategy for Key Management Personnel and employees was set in 2011 by a Remuneration Committee. A number of criteria are used in setting pay levels including:

- the nature of the role and responsibilities;
- trends in pay;
- a benchmarking exercise with comparable organisations to ensure suitable rates of salary are paid to staff;
- The needs of the organisation.

We take inflation into account by considering yearly increments based on available finances and pay trends. Rates of pay are reviewed by The Treasurer, the Chair and the Chief Executive annually.

### **Health and safety**

The Business Manager is the appointed health and safety coordinator who, together with other members of staff, undertakes an audit and review of risks, takes appropriate actions under delegated authority and makes any recommendations necessary to the executive group. The chief executive officer ensures any causes for concern are included on the company risk register.

### **Risk Management**

The Trustees have a risk management strategy involving a regular review of the major risks to which In Control is exposed and approval systems and actions for managing and mitigating them, including the maintenance of a risk register which is updated on a regular basis. The board recognises In Control operates at significant risk of failing to achieve adequate income to meet its commitments and pursue its objectives. The risk is monitored and actively managed by the employees who report through the Finance, Audit and Business Committee to the Trustees of In Control.

The key elements in the management of this risk have been as follows;

- diversification of income minimised by actively shifting the balance of reliance on public service funding by seeking trust funds and exploring partnerships with other groups to share resource to meet the same outcomes.
- Surplus reserves have been utilised over the last year to invest in development activity. In Control have a reserves policy in place and mitigate risks by ensuring it is discussed as a standing agenda item at every Board of Trustee meeting.
- Internal control risks are minimised by the procedures in place for authorisation of expenditure and commitments. Insurance is in place.
- We have recently assessed and are creating a strategy for the risk of loss of key staff.

### **Financial control**

Through the Finance, Audit and Business Committee, the board monitors all aspects of financial performance and financial management through its regular meetings. It sets annual budgets and requires reporting against them at least quarterly. It reviews internal financial management and reporting arrangements at least annually. In terms of day-to-day financial control, a comprehensive and robust set of financial procedures is in place. It is the policy of In Control that funds which have not been designated for a specific use should be maintained at a level equivalent to between three and nine month's expenditure. The Trustees consider that cash balances at this level will ensure that, in the event of a significant drop in funding, In Control's current activities will continue while consideration is given to ways in which additional funds may be raised. This level of cash balances has been maintained throughout the period.

### **Financial review**

The financial review is set out in the Treasurer's report on page 12. A breakdown of charitable and fundraising activities can be found in note 3 to the financial statements. The Trustees confirm that the performance of these activities undertaken during the year sufficiently met those objectives of the charity set out in the Chief Executive Officer's Report on page 5.

The full Statement of Trustees' Responsibilities is set out below.

### **Statement of responsibilities of the trustees**

The trustees (who are also directors of In Control Partnerships for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The trustees' annual report has been approved by the trustees 22<sup>nd</sup> August 2025 and signed on their behalf by

On behalf of the board of Trustees

**Joanne Ferguson**  
Trustee

# Independent examiner's report to the trustees of In Control Partnerships

I report to the trustees on my examination of the accounts of In Control Partnerships for the year ended 31 March 2025.

This report is made solely to the trustees as a body, in accordance with the Charities Act 2011. My examination has been undertaken so that I might state to the trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the trustees as a body, for my examination, for this report, or for the opinions I have formed.

## Responsibilities and basis of report

As the charity trustees of the Company you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act')/Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Company's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Charities Act 2011 ('the 2011 Act').

## Independent examiner's statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accounts in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- 1 Accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- 2 The accounts do not accord with those records; or
- 3 The accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
- 4 The accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed:

Name: Fleur Holden FCA

Address: Sayer Vincent LLP, 110 Golden Lane, London, EC1Y 0TG

Date: 7 October 2025

## In Control Partnerships

### Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2025

	Note	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
<b>Income from:</b>							
Donations and legacies	2	–	–	–	925	–	925
Charitable activities							
Membership	3	–	–	–	2,650	–	2,650
Products and programmes	3	232,170	190,453	<b>422,623</b>	332,992	172,864	505,856
Investments		24,720	–	<b>24,720</b>	11,615	–	11,615
<b>Total income</b>		<b>256,890</b>	<b>190,453</b>	<b>447,343</b>	<b>348,182</b>	<b>172,864</b>	<b>521,046</b>
<b>Expenditure on:</b>							
Charitable activities							
Membership	4	–	–	–	15,353	–	15,353
Products and programmes	4	353,487	97,085	<b>450,572</b>	380,151	119,406	499,557
<b>Total expenditure</b>		<b>353,487</b>	<b>97,085</b>	<b>450,572</b>	<b>395,503</b>	<b>119,406</b>	<b>514,909</b>
<b>Net (expenditure) / income for the year</b>	5	<b>(96,597)</b>	<b>93,368</b>	<b>(3,229)</b>	<b>(47,321)</b>	<b>53,458</b>	<b>6,137</b>
<b>Net movement in funds</b>		<b>(96,597)</b>	<b>93,368</b>	<b>(3,229)</b>	<b>(47,321)</b>	<b>53,458</b>	<b>6,137</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		338,118	58,169	<b>396,287</b>	385,439	4,711	390,150
<b>Total funds carried forward</b>		<b>241,521</b>	<b>151,537</b>	<b>393,058</b>	<b>338,118</b>	<b>58,169</b>	<b>396,287</b>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 15a to the financial statements.

## In Control Partnerships

### Balance sheet

Company no. 06393960

As at 31 March 2025

	Note	£	2025 £	£	2024 £
<b>Current assets:</b>					
Debtors	10	31,610		44,694	
Short term deposits		272,801		255,000	
Cash at bank and in hand		440,994		535,437	
		<u>745,405</u>		<u>835,131</u>	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	11	(352,347)		(438,844)	
<b>Net current assets</b>			<b>393,058</b>		<b>396,287</b>
<b>Total net assets</b>			<b>393,058</b>		<b>396,287</b>
<b>The funds of the charity:</b>	14a				
Restricted income funds			151,537		58,169
Unrestricted income funds:					
General funds		241,521		338,118	
		<u>241,521</u>		<u>338,118</u>	
Total unrestricted funds			<b>241,521</b>		<b>338,118</b>
<b>Total charity funds</b>			<b>393,058</b>		<b>396,287</b>

- (i) The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476
- (ii) The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts

Approved by the trustees on 22 August 2025 and signed on their behalf by

Joanna Ferguson  
Trustee

## In Control Partnerships

### Statement of cash flows

For the year ended 31 March 2025

	2025		2024	
	£	£	£	£
<b>Cash flows from operating activities</b>				
Net (expenditure) / income for the reporting period (as per the statement of financial activities)	(3,229)		6,137	
Dividends and interest from investments	(24,720)		(11,615)	
Decrease in debtors	13,084		97,884	
(Decrease) in creditors	(86,497)		(235,293)	
<b>Net cash (used in) operating activities</b>		(101,362)		(142,887)
<b>Cash flows from investing activities:</b>				
Dividends and interest from investments	24,720		11,615	
Proceeds from sale of investments	–		100,000	
Purchase of investments	(17,801)		(85,000)	
<b>Net cash provided by investing activities</b>		6,919		26,615
<b>Change in cash and cash equivalents in the year</b>		(94,443)		(116,272)
Cash and cash equivalents at the beginning of the year		535,437		651,709
<b>Cash and cash equivalents at the end of the year</b>		440,994		535,437



**1 Accounting policies**

**a) Statutory information**

In Control Partnerships is a charitable company limited by guarantee and is incorporated in England and Wales.

The registered office address 110 Golden Lane, London, England, EC1Y 0TG.

**b) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

**c) Public benefit entity**

The charity meets the definition of a public benefit entity under FRS 102.

**d) Going concern**

The charity is heavily funded by central government contracts and income generated from products and programmes. Whilst some of this income is guaranteed for the year to 31 March 2026 the remainder is subject to uptake and uptake of participation in programmes and the associated products.

The charitable company's activities have always been funded in this way and the trustees' are confident that sufficient income will be generated in the period for the charity to continue as a going concern. As a result, the trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern and the accounts have been prepared on this basis.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

**1 Accounting policies (continued)**

**e) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

**f) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

**g) Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

**h) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**i) Allocation of support costs**

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity

	2025	2024
● Membership	0%	10%
● Products and programmes	100%	90%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

**1 Accounting policies (continued)**

**j) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**k) Short term deposits**

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

**l) Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**m) Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**n) Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**o) Pensions**

In Control Partnerships operates a defined contribution scheme for its employees.

## In Control Partnerships

### Notes to the financial statements

For the year ended 31 March 2025

#### 2 Income from donations

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Gifts	-	-	-	925	-	925
	-	-	-	925	-	925

#### 3 Income from charitable activities

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
<b>Membership income</b>						
Community of Change	-	-	-	2,650	-	2,650
Sub-total for membership income	-	-	-	2,650	-	2,650
<b>Income from products and programmes</b>						
Social Care Future	-	75,453	75,453	-	122,864	122,864
Integrated Personal Care	232,170	-	232,170	332,992	-	332,992
RC England Wide	-	100,000	100,000	-	50,000	50,000
Tenacious Grant	-	15,000	15,000	-	-	-
Sub-total for products and programmes	232,170	190,453	422,623	332,992	172,864	505,856
Total income from charitable activities	232,170	190,453	422,623	335,642	172,864	508,506

# In Control Partnerships

## Notes to the financial statements

For the year ended 31 March 2025

### 4a Analysis of expenditure (current year)

	Charitable activities					
	Membership £	Products and Programmes £	Governance costs £	Support costs £	2025 Total £	2024 Total £
Staff costs (Note 6)	-	196,940	18,164	20,252	235,356	239,483
Advertising	-	-	-	234	234	326
Independent examination and accountancy	-	-	7,547	-	7,547	3,993
Events	-	186,958	4,322	656	191,936	246,312
Other expenses	-	-	7,512	3,307	10,819	20,014
Stationary and other office costs	-	-	-	4,680	4,680	4,782
	-	383,898	37,545	29,129	450,572	514,910
Support costs	-	29,129	-	(29,129)	-	-
Governance costs	-	37,545	(37,545)	-	-	-
<b>Total expenditure 2025</b>	<b>-</b>	<b>450,572</b>	<b>-</b>	<b>-</b>	<b>450,572</b>	
Total expenditure 2024	15,353	499,557	-	-		514,910

Independent examination and accountancy costs are higher for 2025 due to under accrual of prior year fee, which has been included in this year's figures. The fees for the 2025 independent examination and accountancy services are disclosed in Note 5.

# In Control Partnerships

## Notes to the financial statements

For the year ended 31 March 2025

### 4b Analysis of expenditure (prior year)

	Charitable activities				
	Membership £	Products and Programmes £	Governance costs £	Support costs £	2024 Total £
Staff costs (Note 6)	2,496	144,990	66,986	25,011	239,483
Advertising	–	–	–	326	326
Independent examination and accountancy	–	–	3,993	–	3,993
Events	259	241,192	4,228	633	246,312
Other expenses	–	–	13,229	6,785	20,014
Stationary and other office costs	–	–	–	4,782	4,782
	2,755	386,182	88,436	37,537	514,910
Support costs	3,754	33,783	–	(37,537)	–
Governance costs	8,844	79,592	(88,436)	–	–
<b>Total expenditure 2024</b>	<b>15,353</b>	<b>499,557</b>	<b>–</b>	<b>–</b>	<b>514,910</b>



## In Control Partnerships

### Notes to the financial statements

#### For the year ended 31 March 2025

##### 5 Net (expenditure) / income for the year

This is stated after charging:

	2025 £	2024 £
Independent Examiner's Fee (excluding VAT):		
Accounts preparation	2,100	2,000
Independent Examination fee	2,500	2,400
	<u>2,100</u>	<u>2,400</u>

##### 6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	203,452	211,852
Social security costs	16,817	16,345
Employer's contribution to defined contribution pension schemes	15,087	11,286
	<u>235,356</u>	<u>239,483</u>

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2025 No.	2024 No.
£90,000 – £99,999	<u>1</u>	<u>1</u>

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £210,054 (2024: £203,473 ).

## In Control Partnerships

### Notes to the financial statements

#### For the year ended 31 March 2025

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##### 7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 7 (2024: 7).

Staff are split across the activities of the charity as follows (full time equivalent basis):

	2025 No.	2024 No.
Operational Roles	2.6	2.6
Administrative	0.7	0.7
	<hr/>	<hr/>
	3.3	3.3
	<hr/>	<hr/>

##### 8 Related party transactions

There are no related party transactions to disclose for this financial year (2024: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties (2024: none).

##### 9 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

## In Control Partnerships

### Notes to the financial statements

#### For the year ended 31 March 2025

#### 10 Debtors

	2025 £	2024 £
Trade debtors	31,390	41,412
VAT debtors	–	2,930
Prepayments	220	352
	<b>31,610</b>	<b>44,694</b>

#### 11 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	1,871	2,872
Taxation and social security	5,678	16,001
Accruals	15,540	2,566
Deferred income (note 13)	329,258	417,405
	<b>352,347</b>	<b>438,844</b>

#### 12 Deferred income

Deferred income relates to cash which has been received for contracts taking place in the next reporting period.

	2025 £	2024 £
Balance at the beginning of the year	417,405	618,668
Amount released to income in the year	(417,405)	(618,668)
Amount deferred in the year	329,258	417,405
	<b>329,258</b>	<b>417,405</b>

#### 13a Analysis of net assets between funds (current year)

	General unrestricted £	Restricted £	Total funds £
Net current assets	241,521	151,537	393,058
<b>Net assets at 31 March 2025</b>	<b>241,521</b>	<b>151,537</b>	<b>393,058</b>

#### 13b Analysis of net assets between funds (prior year)

	General unrestricted £	Restricted £	Total funds £
Net current assets	338,118	58,169	396,287
<b>Net assets at 31 March 2024</b>	<b>338,118</b>	<b>58,169</b>	<b>396,287</b>

## In Control Partnerships

### Notes to the financial statements

#### For the year ended 31 March 2025

##### 14a Movements in funds (current year)

	At 1 April 2024 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2025 £
<b>Restricted funds:</b>					
Social Care Future Programme	36,208	75,453	(37,553)	–	<b>74,108</b>
RC England Wide	21,961	100,000	(54,456)	–	<b>67,505</b>
Tenacious Grant	–	15,000	(5,076)	–	<b>9,924</b>
<b>Total restricted funds</b>	<b>58,169</b>	<b>190,453</b>	<b>(97,085)</b>	<b>–</b>	<b>151,537</b>
<b>Total unrestricted funds</b>	<b>338,118</b>	<b>256,890</b>	<b>(353,487)</b>	<b>–</b>	<b>241,521</b>
<b>Total funds</b>	<b>396,287</b>	<b>447,343</b>	<b>(450,572)</b>	<b>–</b>	<b>393,058</b>

The narrative to explain the purpose of each fund is given at the foot of the note below.

##### 14b Movements in funds (prior year)

	At 1 April 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2024 £
<b>Restricted funds:</b>					
Social Care Future Programme	4,711	122,864	(91,367)	–	<b>36,208</b>
RC England Wide	–	50,000	(28,039)	–	<b>21,961</b>
<b>Total restricted funds</b>	<b>4,711</b>	<b>172,864</b>	<b>(119,406)</b>	<b>–</b>	<b>58,169</b>
<b>Total unrestricted funds</b>	<b>385,439</b>	<b>348,182</b>	<b>(395,503)</b>	<b>–</b>	<b>338,118</b>
<b>Total funds</b>	<b>390,150</b>	<b>521,046</b>	<b>(514,909)</b>	<b>–</b>	<b>396,287</b>

##### Purposes of restricted funds

**Social Care Future Programme** – this is a National Initiative that In Control Partnerships is administrating. The funds are donated for the purpose of bringing partners together from across the Social Care Field to work towards a better future for Social Care for people and families in England. This initiative works to our charity objectives of partnership working to advance the education of the public in relation to the needs of people who need additional support.

**RC England Wide** – This is a National Lottery funded project to recruit more people to engage in coproduction and involve more partners in influencing services that are provided to those who receive support from social care, at a local and national level.

**Tenacious Grant** – This is an award given for the use of a specific named employee to use to support their work towards campaign for a better social care future. The grant is hosted by The Social Change Nest.

##### 15 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.